AUTOMOTIVE INDUSTRIES

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SUPPLIER STRATEGY '90

SUCCEEDING WITHOUT COMPETING

DECEMBER 1989 VOLUME 169, No. 12

CHILTON'S AUTOMOTIVE INDUSTRIES

COVER STORY

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Traditional competition isn't the only way to win in the '90s.

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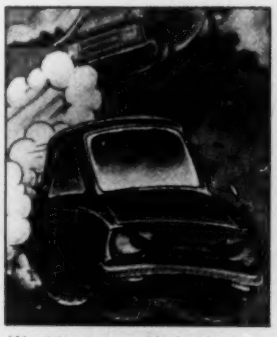

Want to succeed in business and avoid competition at the same time? Read our cover feature, beginning on page 33, to find out how.

Cover art by Tom Barrett

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TOP SUPPLIERS 1989

Automotive Industries' exclusive alphabetical listing of the industry's top OEMs.

COMPANY	1986 SALES*/PROFIT	1987 SALES*/PROFIT	1988 SALES*/PROFIT
Acme-Cleveland	186/(1.8)	176/11.3	176/(29.4)
Alcoa	6,505/254	7,838/200	9,795/861
Allied-Signal	9,888/605	11,116/656	11,909/463
AMP	1,933/164	2,317/250	2669.7/319
A.O. Smith	911/26	970/15.4	1,063/19
Armco	2,640/(362)	2,927/118	3,227/145
Arvin Industries	995/41.2	1,373/47.6	1,365/3.5
Ashland Oil	6,991/208.6	6,993/161	7,753/224
Atlantic-Richfield	15,800/615	17,600/1,224	17,626/1583
Banner	NA	NA	547.6/(7)
Ball Corp.	1,070/58.9	1,054/66	1,073/50
BASF	3,645/104.6	NA	5,000/149
Bayer USA	NA	NA	4718.5/124.4
Bethlehem Steel	4,333/(152.7)	4,620/174	5,488.8/403
Borg-Warner	3,623/206.3	3,500/NA	3,2177/419
Bridgestone	NA	NA	9,454/317
Briggs & Stratton	745/34.1	785/26.6	914/30
Brown & Sharpe	137/(1.2)	152/(1.1)	180/3.3
Carpenter Technology	517/7.7	480/4.5	555.5/24.3
Caterpillar	7,321/76	8,180/350	10,435/616
Champion Spark Plug	883.8/1.0	720/24.4	784.6/23.6
Cherry Corporation	160.6/2.7	194.6/7.4	213.6/4.4
Cincinnati Milacron	849/23.3	827/(79.9)	857.8/37
Clark Equipment	954/(60.6)	1,048/(16.6)	1,278.3/46
Colt Industries	1,616/89.3	1,642/75.0	1,656/91
Cross & Trecker	399/ 189	422/(24.4)	456.7/(46.5)
Cummins Engine	2,303/(107)	2,767/13.8	3,310/(63)
Cyclops Corp.	NA	NA	1,250.8/28.6
Dana Corp.	3,695/117	4,142/132.9	5,171/162
Deere & Co.	3,516/(229.3)	4,134/(99.0)	5364.8/315.5
Dow Chemical	11,113/732	13,377/1,240	16,682/2,398
Dow Corning	1,085/110.6	1,303/135	1,476.8/150.5
Dresser Industries	3,661/9.6	3,120/49	3,941.7/156.8
DuPont	27,148/1,538	30,468/1,786	32,514/2,190
Eagle Picher	648/38.8	677/39.9	770/13.7
Eaton	2,760/138	3,138/201	4,237/212.3
Emhart	2,094/(10.2)	2,454/106	2,762.5/126.6
Englehard	2,289/53.3	NA	2,350.7/63.7
Federal Mogul	941/29.1	1,075/36.5	1,176.9/41.7
FMC Corp.	3,003/152.5	3,139/191	3,286/129.2
GenCorp.	1,537/130	1,619/475	2,049/70
General Electric	35,211/2,492	40,515/2,915	49,414/3,386
General Instrument	794/(46.8)	788/(80.3)	1,315.5/66.2
Gleason Corp.	252/1.6	229/(1.3)	210.7/(4.2)
Goodyear	10,328/124	9,905/771	10,810.4/350
Harvard Industries	314/12	559/17	680/14
Hercules	2,615/227	2,693/821	2,802/120
Hoechst Celanese	2,891/213	4,596/169	5,679/250
Inland	3,173/19.3	3,453/145	4,068/262
Intermet	295/19	317/21.4	357.8/16.2
ITT	17,437/494	19,525/1,018	41,941/19,355
J.P. Industries	234/10.8	386/14.8	547.4/14.8

See page 79 for notes.

TOP SUPPLIERS 1989

COMPANY	1986 SALES*/PROFIT	1987 SALES*/PROFIT	1988 SALES*/PROFIT
Litton	4,521/71	4,419/138	4,863.9/167
Loctite	266.8/23.2	337.8/30.7	416/41
LTV	7,271/(3,251)	NA	7,525.7/(3,153.6)
Lubrizol	985.2/78.2	1,022/81.3	1,117.5/140
Magna International	1,027/47	1,152/40	1,459/19.5
Masco Industries	712/9.4	2,233/218	1,651.1/82.1
Maxxum	NA	NA	519/17.5
Michelin	NA	NA	8,700‡/NA
Modine	349/19.7	395/25	423.8/26.2
Monsanto	6,879/433	7,639/436	8,293/591
Morton Thiokol	1,950/133	1,987/138	2,316.4/145.3
National Steel	2,128/(59.8)	2,416/47.8	2,599/88.2
Navistar	3,357/2	3,530/33	4,080/244
Norton	1,107/(33)	1,260/66.5	1,410/95.6
Owens-Corning	3,644/15.6	2,891/200	2,831/189
Phillips Pet	9,770/228	10,721/35	11,304/650
PPG	4,687/316	5,183/377	5,616.7/467.6
PRAB	22/(.784)	19.5/(1.1)	24.6/0.529
Prime Computer	NA	NA	1,594.6/19
Quaker State	899/50	NA	869/14.9
Quanex	325/(19.9)	345/5.2	462.9/18.4

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COMPANY	1986 SALES*/PROFIT	1987 SALES*/PROFIT	1988 SALES*/PROFIT
Raychem	797.6/48.8	944.4/73.6	1,095.7/125.3
Reynolds Metals	3,753/192	4,284/219.5	5,567/482
Rockwell	12,296/611	12,123/635	11,946.3/811.9
Sheller Globe	863/12.8	774/92	835.4†/NA
Sherwin-Williams	1,553/1.9	1,793/2.1	1,950.5/101.1
Simpson	171/9.9	147/5.3	177.8/10.5
Snap-On Tools	670/331	754/377	854.6/113.3
SPX (Sealed Power)	665/28.5	774/26	877.7/44.9
Standard Products	433/27.2	465/31.5	508.3/34.1
Stanley Works	1,371/78.7	1,763/86.6	1,909/103.5
Starrett	123/12.7	142.2/14.3	169.8/15.8
Superior Industries	148/8.5	169/9.5	200/13
Tecumseh Products	821.1/50.2	951/71.6	1,093.5/70.2
Tektronix	1,352/39.3	1,396/51.2	1,411.9/(16.7)
Teledyne	3,241/238.3	3,217/377	4,400.6/391.8
Textron	5,023/244	7,200/256	7111.2/234.4
3M	8,602/779	9,429/918	10,581/1,154
Timken	1,058/2.7	1,230/10.3	1,554.1/65.9
Trinova	1,447/122	1,681/75	1,918.6/87.8
TRW	6,036/218	6,821/243	6,982/261
Union Carbide	7,828/496	6,914/232	8,324/662
United Technologies	15,670/73	17,170/592	18,087.8/659.1
USX	14,938/1,833	14,836/219	15,792/756
Walbro	98/6.6	110/7	131.7/5.8
Weirton Steel	1,173/30	1,329/80	1,383.8/75
Witco	1,355/65.2	1,428/63.3	1,585.9/91.9

Big Three subsidiaries are not included in this listing. Companies whose sales and earnings have not been available for the last three years have been deleted from the list.
** – In millions of dollars. Figures taken from* Fortune 500 *and company reports.*
† – As estimated by Fortune.
‡ – As estimated by Tire Business.
NA – No public listing or not available.

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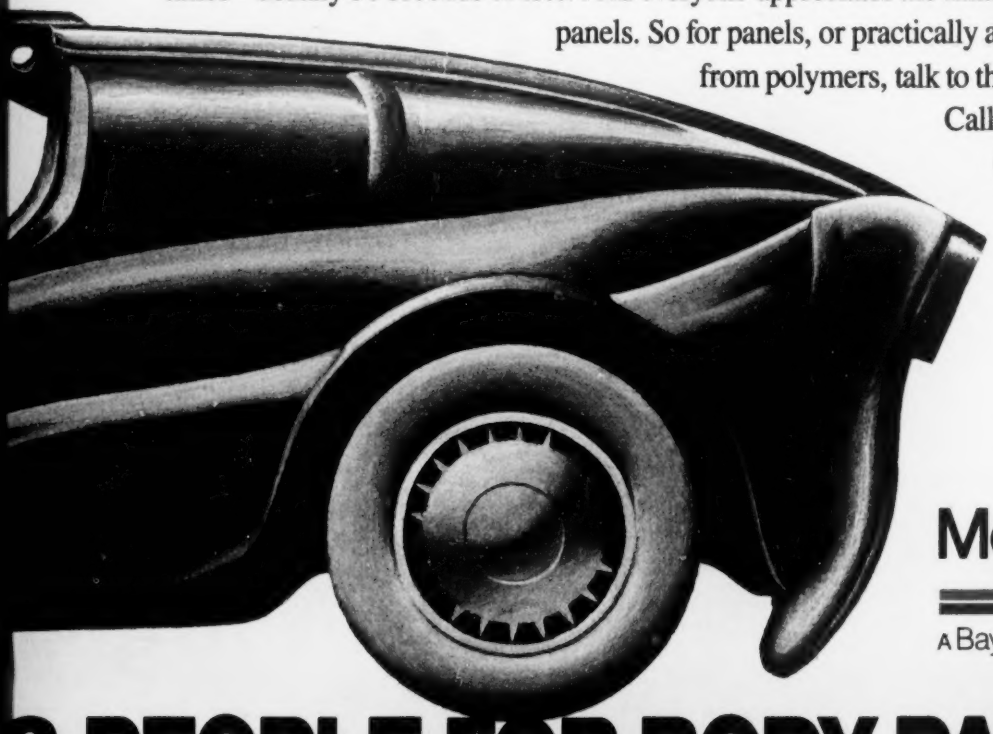

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